

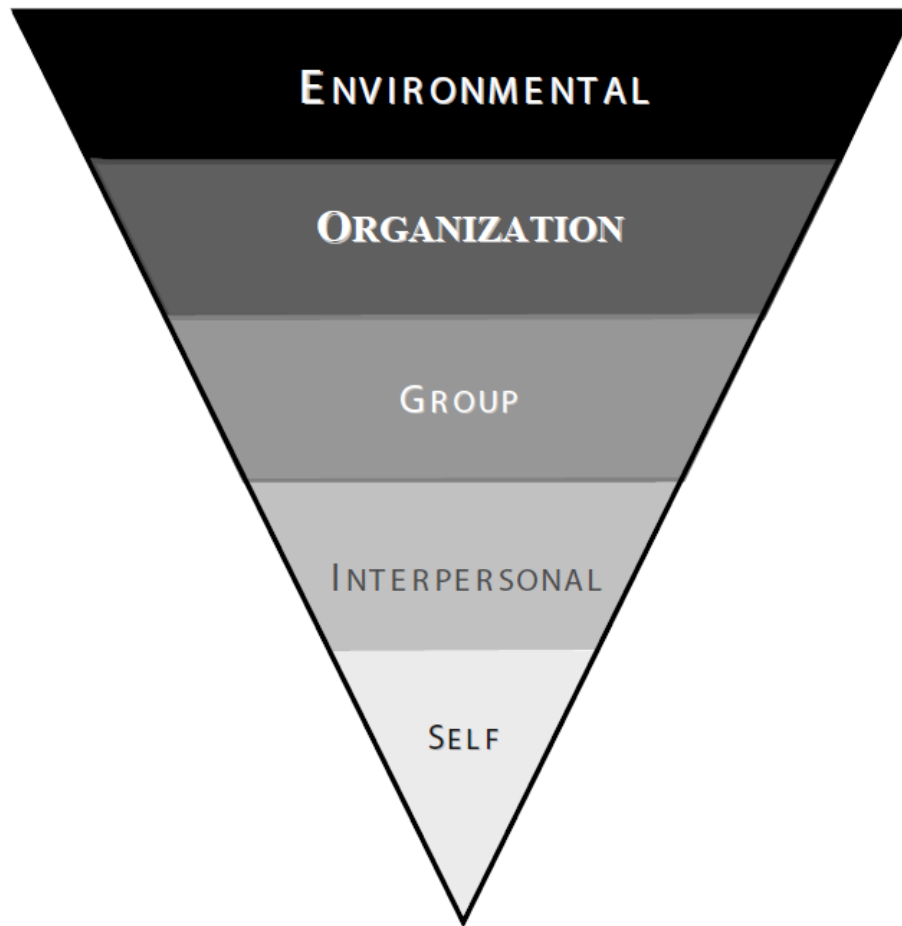
The GSFC Leadership Model:

To better understand the GSFC Leadership Model, it is important to appreciate the distinction GSFC makes between leadership and management. To begin, we understand that *leadership* deals with creating vision, setting direction, creating alignment, inspiring followers, and guiding people through change. GSFC believes that *management* deals with making things work better through planning, budgeting, organizing, staffing, and control systems. An emphasis on *leadership* is not intended to diminish the criticality of strong and effective *management*. According to Warren Bennis, one of the Nation's foremost authorities on the subject of leadership, an organization's goal should be to have both strong *leadership* and strong *management*. Bennis also notes that when *management* is strong and *leadership* is weak, processes become bureaucratic and over-controlled. On the other hand, when *leadership* is strong and *management* is weak, the vision becomes detached from reality and from the planning, budgeting, and organization required to achieve the vision.

The GSFC Leadership Model arrays the competencies and skills by levels of human performance. It is critical to note that the GSFC Leadership Model does NOT array competencies and skills by organizational level of responsibility, as do other models. The five-tiers of human organizational systems inherent in the GSFC Leadership Model are Self, Interpersonal, Group, Organization, and Environment. Each tier is defined below:

GSFC LEADERSHIP MODEL

FIVE TIERS OF HUMAN ORGANIZATIONAL SYSTEMS



Self: An individual in relationship to his or her own cognitive, emotional, and physical functioning. A strong foundation in the skills of managing one's own belief systems, thoughts, emotions, and behaviors is requisite for leadership quality skill at all of the other levels.

Skills include: Awareness of automatic emotional responses; gaining full use of emotions; clear goals; focus and energy

Interpersonal: Two people in relationship – the arena of interpersonal influence. The amount of influence that leaders are accorded by those who would follow is directly proportionate to the strength of their interpersonal skills – and the greater the mutuality of influence, the more efficiently work is accomplished.

Skills include: Building/maintaining high-quality relationships; obtaining agreement of others to apply their energy toward our goals; using appropriate channels of influence with conscious intent; exercising independent choice in response to others' attempts to influence us.

Group: Two or more persons who interact with one another and interact with the group as a whole. The fundamental unit of organizations is the group in the form of people coming together in meetings, workgroups, and teams. This is where the bulk of an organization's work is done, for better or worse, depending on the group management skills of the leader.

Group-level skills involve leveraging what is known about how humans behave in small groups. These skills are important to the effectiveness of all kinds of groups, from informal one-time meetings to project teams. A team is a special type of group, with a common purpose, shared goals, collective product, interdependent tasks, and mutual accountability to shared operating principles.

Skills include: Creating safety in a group; eliciting sound and current data in the group; developing conflict competence of the group; developing a powerful team.

Organization: A coordinated system of groups and individuals working toward common goals. The effective leader at this level is able to align, harmonize, and energize diverse components that make up his or her organization. Organizations are often part of larger organizations; e.g., at GSFC, both a branch and the entire Center are organizations.

Skills include: Developing mission and vision; attracting followers; generating/maintaining organizational energy; creating a strong leadership team; creating functional and flexible organizational structures; involving followers in developing structures and policies; ensuring accountability and recognition; developing and empowering followers; aligning work assignments with organizational objectives

Environment: The social, political, and economic milieu surrounding the organization. Effective leadership at this level allows an organization to respond proactively to continual changes in its environment rather than simply be subject to them. (Often the environment of an organization includes the rest of a larger organization of which it is part.)

Skills include: Developing organizational strategy; sustaining the organization's effectiveness in the broader political, social, and economic context; maintaining effective relationships with external stakeholders; anticipating external changes and their impact on the organization.